

## LAUC President Addresses Library Council

*The following remarks were made by Theodore F. Gould, President of the Librarians Association, University of California, to UC's Library Council on November 3, 1972. They are reprinted here, with Mr. Gould's kind permission, because the AFT believes them to be an excellent statement of the problems and prospects facing UC librarians.*

It appears to be a common human experience to misunderstand and be misunderstood. As it is not uncommon that two individuals as close as husband and wife, or parent and child, will misunderstand each other, then it is no wonder that working professional relationships are in peril of misunderstanding most of the time. So, one of my personal Mount Everests is to be understood as well as possible as much of the time as possible. I believe that you are on the mountain side too, or you wouldn't have invited me here as a representative of the Librarians Association of the University.

Communication, then, is my goal this morning. I will describe what I perceive to be the issues and problems of continuing concern to the members of the Librarians Association. I don't expect to raise any new matters, but rather to discuss issues and problems that now exist--but perhaps by abstracting and synthesizing information and expressions of feelings and opinions gathered over the past six months from concerned Librarians on the nine campuses, I can provide a different perspective that will be useful for the Library Council. In effect, I'm saying that even if you probably already know all or most of this, now I'll know you know.

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## AFT CALLS FOR LIBRARIAN UNITY

The University Council of the American Federation of Teachers issued a call for unity among all UC librarians at the November 17th LAUC Assembly meeting held on the Davis campus. The AFT pointed out the potentially weak position in which UC librarians find themselves. UC's 600 librarians comprise only a fraction--less than one percent--of the University's 100,000 employees. The AFT believes that this small group cannot afford the luxury of disunity. All librarians' organizations must work together if librarians' conditions are to be improved.

### PROGRESS MADE

In spite of their apparently powerless position, librarians have made substantial progress toward their long standing goals during the past year. This progress came about not because of a new enlightenment intruding itself into University Hall, but rather as a result of librarians' growing militancy and articulateness. For example, this year librarians received a 1% salary adjustment beyond the 9% general increase given to most other classes of academic employees at UC. While this is inadequate and is being challenged by the AFT through arbitration, it was a step, however slight, in the right direction. For the first time in recent years, librarians were mentioned by name in the UC President's budget request to the Board of Regents. The Regents subsequently requested a 14.7% pay increase for librarians for 1973/74. Librarians now have recourse to outside advisory arbitration as a last step of the grievance procedure.

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on some campuses, and because dismissals are grievable, librarians have moved somewhat closer to security of employment. These gains can be directly attributed to the growth of the AFT, the Berkeley strike and subsequent negotiations, and to LAUC's increasing pressure for improvements.

### EMPLOYEE ORGANIZATION GROWTH

The growing militancy of UC librarians has been clearly expressed in the rapid growth of AFT membership. Librarians are now the most unionized group of white collar employees at UC. Less than one year ago, there were substantial numbers of AFT librarians on only three UC campuses: Berkeley, Davis and San Francisco. There was only one AFT librarian member at Irvine, Los Angeles, Santa Barbara and Santa Cruz, and no members at Riverside or San Diego. Now, more than 25% of UC's librarians have joined the AFT, and at Davis, Irvine and Santa Barbara the AFT is very near majority status. If one were to combine AFT membership with that of membership in other employee organizations, such as the American Association of University Professors (AAUP), we would find that a remarkable number of UC librarians have indicated very clearly through organization their desire for improved conditions.

### LAUC'S KEY ROLE

The growth of the AFT has not been the only factor which has made librarians an increasingly powerful group. LAUC has also played a key role. It has become increasingly vocal in expressing the hopes and aspirations of UC librarians. LAUC presented a salary proposal last July to the administration. Many of the techniques used in preparing that proposal have now been adopted by the University administration in determining librarians' salaries, and the University's own proposal is in many ways similar to LAUC's earlier recommendations. LAUC flatly rejected, via a petition signed by 83% of UC's librarians, a Section 82 which most UC librarians condemned as inadequate.

Although librarians have recently made some progress at UC, they still have many unresolved grievances. They have long been asking for such things as tenure, a grievance procedure culminating in outside, binding arbitration, a shortened work week, an academic year and improved health and retirement plans.

### LAUC - AFT - AAUP COOPERATION

Cooperation among all UC librarians and their organizations seems to be the most promising way to achieve these as yet unmet goals. Through cooperation, librarians will amass the power needed, and will be able to speak with a voice loud enough to do the job.

A kind of cooperation, on an informal and very limited basis, already exists between two UC librarians' organizations. The AFT and LAUC have made essentially similar recommendations on Section 82 and on librarians' salaries. Relations have been improving between the AFT and LAUC within the last few months, as UC's librarians are in increasing numbers coming to the realization that the two organizations are not rivals, but rather complement each other. The AFT invited statewide LAUC representatives to sit in as observers at its salary negotiations in Berkeley, and LAUC invited an AFT representative to address its Fall Assembly meeting. The consensus among librarians seems to favor this kind of friendly, informal cooperation between the two organizations.

The AFT believes that the time has come for a more formal relationship to exist, not only between the AFT and LAUC, but also between these two organizations and other librarians' employee organizations, such as the AAUP. The AFT therefore strongly supports the LAUC Assembly resolution passed on November 17th which established a LAUC committee to study and make recommendations (by May, 1973) on the prospects for cooperation between LAUC, AFT, AAUP and other organizations. It was at an AFT representative's suggestion that the original LAUC resolution, which covered only AFT and LAUC, was broadened to include the AAUP and other groups. The AFT urges all UC librarians and their organizations to support the work of this

## LIBRARIANS GO TO ARBITRATION

AFT Attorney Victor J. Van Bourg this month filed a suit to compel the UC administration to submit the disputed 1972/73 salary increase for librarians to outside arbitration.

The suit is the result of a breakdown in AFT-administration negotiations on the amount of salary inequity librarians should have received effective July 1, 1972. The AFT asked for the full 12% inequity adjustment provided for in the June 22 Berkeley labor dispute settlement. The administration maintained that the 1% inequity it granted librarians was its final offer. When it appeared that an impasse had been reached in discussions, both the AFT and the administration agreed to submit the matter to outside arbitration. Later, however, the administration changed its mind and refused arbitration. The suit will ask the court to rule on the arbitrability of the issues in the dispute. Because arbitration of this question is clearly provided for in the settlement agreement, the AFT believes that court action will be swift and favorable.

Assuming the court agrees with the AFT that arbitration is called for, an outside ruling will then be sought on whether librarians should have received more than the 1% inequity adjustment granted them by the administration.

Counsel has advised the AFT that librarians will strengthen their position substantially, both in the court action and in subsequent arbitration, if a majority of UC's librarians designate the AFT to act on their behalf in this retroactive pay question.

All non-union librarians, therefore, are urged to sign and return the attached postage-paid authorization form to the AFT office in Berkeley as soon as possible. This form does not constitute a membership application; it indicates support for the AFT's action to have the 1972/73 pay inequity question submitted to an outside arbitrator for a binding decision. Technically, the President of the University could overturn an arbitrator's ruling, but it is unlikely he would do so.

## U.C.B. Librarians Endorse Labor Conference

The actions of the Berkeley City Council during the recent strikes at U.C. and Berkeley's city workers in 1972 have demonstrated the Council's lack of concern for public employees. The Council sent garbage collectors across picket lines at U.C., refused to shut down the University as a health hazard when trash did pile up, and refused prompt entry as an intermediary to help settle the 10 week strike.

When Berkeley city employees, including librarians, went on strike after unsuccessful attempts to negotiate wages and working conditions, the Council obtained an injunction (unsuccessfully) to stop the strike, used a high-priced union-busting labor consultant to drag out the strike and acted like any other anti-union employer.

The Labor Conference will consider independent labor political activity in the April 1973 Berkeley Council elections, including program and possible candidates. The Conference, designed to involve more unions and unionists who live or work in Berkeley, will be held at Malcolm X (Lincoln) School, 1731 Prince Street, Berkeley Saturday January 20th and Saturday February 3rd, 9:00 a.m. - 5:30 p.m.

The Conferences are now sponsored by Local 390, United Public Employees, (Berkeley city employees) S.E.I.U.; AFSCME 1695 (U.C. clerical and technical employees); Union Women's Alliance to Gain Equality (Union W.A.G.E.); and AFT 1795 (U.C.B. Librarians). Further sponsors are expected. Actions resulting from the Conferences will then be submitted to all local unions and unionists for support.

If you wish to volunteer for Conference preparations, please call 527-6165 (Leo Seidlitz) or 526-0746 (Charlie Shain).



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LAUC committee. Once the bases for inter-organizational cooperation are defined, the AFT hopes that all UC librarians will begin working together. There is no reason why UC librarians cannot define their goals, agree upon the methods and decide the role each organization will play in achieving them.



## Labor Unions And Librarians: A Rejoinder

by FAY M. BLAKE

Dr. Martha Boaz ends her recent article in the *California Librarian* ("Labor Unions and Libraries", April/July 1971) with a paragraph which is probably a minor masterpiece of misstatement. She says:

"This is not to say that labor unions may not still be the answer for the uneducated man who because of his lack of education and status is unable to fend for himself, but librarians hold at least two university degrees, they have their own professional associations and can work for collective, cooperative, joint action when such action is needed; they are intelligent enough to conduct their own affairs. Why should

they join labor unions, submit to union power, and pay dues which are usually more than the dues which they would pay to their professional association. Local, state, and national professional associations can band together, and work together — together they are a large and powerful group. They can at one and at the same time work for employee benefits and for the advancement of the entire profession."

1. Labor union members are uneducated men who can't fend for themselves because of lack of education and status.

Dr. Boaz has apparently not looked around lately at labor union members.

The professional associations have taken a good look and they are scrambling mightily to take on the functions of labor unions before they lose their members altogether. Doctors in New York, lawyers in Washington, teachers, social workers, engineers, professors — and librarians — all over the country have become union members, and A.A.U.P., N.E.A., even our own A.L.A. are all busily exploring, or already plunging into, ways in which they can act as collective bargaining agents for their members. More elemental than this blind spot, however, is Dr. Boaz's snobbish assumption that the typical blue-collar labor union member is without education or status. Education? Well, maybe not the degrees Dr. Boaz seems

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Hopefully, dialogue can proceed from that point.

### ITEM: DECISION-MAKING, COMMUNICATING AND LIBRARIANS

The genie is out of the bottle. I perceive the bottle as the structured methods of management by administrative directive decided upon after a minimum, or almost no, advice and recommendation from the staff. (The genie has to conform to the shape of the bottle.) If my perception is approximately accurate, it is not at all certain that the genie can be put back into the bottle, either by force or persuasion. As a matter of fact, it is probably not desirable. After all, genies can't be too effective when confined and a free genie has the potential for accomplishing great deeds.

Participation in decision-making is a process which may well be irreversible. Having experienced the satisfactions of seeing some of one's own thinking go into the handling of a problem, it is unlikely that the participating librarian will return to a former state of non-involvement.

I'm not aware of how much participation in decision-making takes place in each of the libraries (other than at Davis), but no matter how much, I recommend more: as much as can be introduced and integrated into the managerial process. Persistence, patience and time will help.

In situations where it does not appear to be working, active and friendly encouragement from the Administration may be just what is needed. The young in heart will participate; those who have over the years become accustomed to directives from above may require more than a little encouragement, but I suggest that even the up-to-now silent librarians are potentially allies of overworked administrators.

In this time of social change, women's liberation is also men's liberation—there is freedom to try new ways of coping. In this sense, participatory decision-making can provide a measure of freedom for administrators, who, for example, may then not

have the problems of staff morale and unrest in such large measure and thereby may find energy to apply to other areas of need. Some of you may know that I've been on both sides of the administration-staff relationship. I would have welcomed more participation in decision-making when I was in library administration, just as I now welcome the opportunities that exist at Davis for participating as a member of the staff.

I have just one more point to make regarding participatory decision-making and that has to do with communication—one aspect of which is communicating in a sequential way that will provide for understanding rather than misunderstanding: first, the problem stated; next, the input; then, the solution decided upon. If those in administration have decided on a solution, however tentatively, which they are unwilling to have changed (or maybe even discarded) then that should be recognized as an instance where participatory decision-making would be counterproductive. Nothing nurtures frustration, resentment, bitterness and, ultimately, cynicism more than persons feeling used. And persons feel used if they work on a problem, make recommendations and then have their recommendations unused. On the other hand, nothing makes an administrator despair of participatory decision-making more than a situation where staff ideas and recommendations are received, not all used, and the staff reaction is, "Well if you aren't going to use our advice, why did you ask for it in the first place?"

It should be clear to all that when the chief administrative officer bears ultimate responsibility for decisions, it is axiomatic that he or she must have ultimate authority. The staff participating in decision-making must understand that, and most do. The fact must be effectively communicated to those who do not, a responsibility best met by the administrative team.



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One final point: if a decision is made that reverses or largely sets aside a decision reached by participating staff, then the time spent in explaining the reasoning and factors that went into the reversal or setting aside is crucially important and should be considered a regular part of the administrative workload.

#### ITEM: SECTION 82

There are several major unresolved problems in Section 82, and it is my intention to suggest to the concerned members of the Librarians Association that proposals for revising Section 82 be developed in the period following the Fall Assembly meeting, November 17. This morning I simply want to touch on two aspects of the section. First, librarians should have officially recognized status making it practicable for them to sit regularly on faculty committees which take as their purview areas of concern in which librarians have expertise and knowledge. And, librarians should have officially recognized status which regularly grants them leaves of absence with pay for updating their professional methodology, for adding to their subject expertise, or for acquiring knowledge of a new field.

There are compelling reasons for these requests: librarians, as with everyone else, will, to a significant degree, perform as they are treated. A regular period for recharging one's professional batteries, so to speak, seems a reasonable way to ensure the continued strength of the spark needed for creative professional activity.

#### ITEM: LAUC AND AFT

I believe that it was Pogo, the wise old possum of the Okefenokee Swamp, who said (and what a gift Walt Kelly has for creative misquoting!) "We have met the enemy, and they is us." If you prefer a more sophisticated existentialism, consider Jean-Paul Sartre's line from his play, appropriately titled *No Exit*: Hell is other people.

What I mean by those quotes is to point out that there are probably librarians with strong leanings toward the AFT who wish LAUC would go away; there are probably librarians who wish AFT would go away;

there are many librarians who feel that both should remain active and that without the AFT, LAUC would not be effective. How administrative librarians feel I'll not hazard to guess. There is a feeling of uncertainty among librarians that will probably continue for some time yet to come, for probably neither organization is going to go away. One item on the agenda of the November 17 meeting of the LAUC Assembly will be the relationship of LAUC and the AFT.

I've had librarians tell me that the AFT is using LAUC for its purposes; I've had librarians tell me that LAUC is using the AFT for its purposes; I've had librarians tell me that the University Administration is using LAUC for its purposes. There is no small amount of distrust and suspicion and cynicism emanating from this triangular relationship. The recent action taken by the leadership of LAUC, culminating in the September 25 memorandum I wrote and sent to representatives of all three groups, had two purposes: one was to respond to the point raised by the librarians who felt that matters of salary could be most advantageously handled by AFT, so the memo requested librarians to choose in order to clarify the extent of support that existed for LAUC being represented on the joint committee; a second purpose was to open up communications and forestall rumors, suspicions, and distortions that plague a large organization when a large part of the staff does not have the same information available to a small part of the staff.

The balloting was significant, for while over 200 librarians felt it would be worthwhile to join the committee, over 100 felt it would not, and about 250 sent us a message of silence. More about that in a moment.

The nurturing and maintenance of good will is going to take dedication, and patience, and persistent commitment on the part of all who are involved.

#### ITEM: LAUC - ITS FUTURE IN IMPROVING LIBRARY SERVICE.

I believe that LAUC is an important and potentially effective body that has scarcely begun to achieve its potential. The three years of effort that went into the creating of Section 82 left some with bat-

tle fatigue and others with the feeling that the whole effort was a mere codification of the *status quo*. More important, the effort left little energy and time for realizing other goals. I don't know how disaffected the disaffected are. I don't know how resilient are those who lost their initial drive and enthusiasm in the course of the following events:

First, there was the effort to organize both statewide and on the campuses in 1967 and 1968; then came the effort to achieve recognition, which went on until 1971; concurrently through many of those years, ending in July 1972, Section 82 and its earlier forms took much time and effort. Most of 1972, when Section 82 was not the focus, has been used up by efforts to improve salaries.

So what is LAUC doing besides working for itself? I believe each University Librarian could cite examples of benefits to the University community at the campus level via peer evaluation, selection and training of librarians, and newly adopted procedures and policies developed by the librarians for more effective professional work.

Speaking for LAUC as a statewide organization, I would like to return to my opening statement: that LAUC is an important and potentially effective body that has scarcely begun to achieve its potential. I believe that the improvement of status, which includes improved rewards, will provide impetus for individual efforts to carry out one's responsibilities in more effective ways.

People tend to behave as they are treated. While there are a certain number of individuals with a strong inner conviction to do an excellent job no matter what, most of us need recognition and reward. On the basis of your record of effort to improve recognition and rewards, I believe you believe this. I am not personally acquainted with all of the efforts you have made in behalf of librarians, individually and collectively, on the staffs of your campus libraries. The differences between LAUC and Library Council, where differences exist in the efforts for librarians, are not in goals but possibly in the degree and extent of effort. Cooperation exists, and LAUC wants to continue it.

It is my hope that the events of 1972 and 1973 will indicate to librarians that

they are significantly important to the well-being of the educational enterprises of the University, that a revised Section 82 and salary restructuring and upward adjustments will encourage the uncommitted, the disaffected, and the apathetic.

Apathy is a statement; it is passive assertiveness. It states "you've never done much for me, so I'm not going to do any more for you than is necessary to keep my job."

It may be that one should work hard first and then be rewarded. Some have and in due time have received what they consider their just deserts. Possibly others have worked and have not received what they consider recognition. An important question might be posed on the basis of the recent vote on the issue of participating in the joint committee on salaries: why did approximately 250 librarians not vote? Some campuses had meetings rather than mailed ballots and some could not attend those meetings. Some were away from work. Others have decided that LAUC is ineffective and what it does will not make a difference. Other than these groups, I suggest there is a group of librarians who feel that the message they have received is that they don't count as anything more than cogs in the machine.

In addition to improvements in Section 82 and in salaries, there are other ways to engage the enthusiasm and commitment of the currently uninvolved. Administrative Librarians can encourage and work for 1.) effective participatory decision-making, 2.) expansion of open communications, which includes letting the staff know why decisions are made.

LAUC officers can work for more effective communication among the campuses in exporting solutions for problems of library service common to all or many of the campuses. There is a statewide organization of Acquisitions Librarians that meets to grapple with problems. Similar ad-hoc groups could be organized. I want to initiate action in this kind of cooperation and mutual-aid which is based on problems and interests in common.

I appreciate the invitation to join you for this hour, and so do my colleagues. I hope that this meeting is a precedent and not a one-time occurrence.

Now, if you have questions or comments on what I've said, I'll do my best to respond directly and candidly.



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to hold in such reverence, but a technical education that needs no excuses and an education in the dynamics of negotiation that librarians will need to learn in a hurry if they are to survive.

I wonder what Dr. Boaz thinks the fuss about poverty and ghettos and welfare is all about? Isn't it precisely because the skilled and semi-skilled laborer, the bulk of the unions' membership, has the kind of education that our economy needed (at least before it began crumbling under our feet) and that the unskilled are pushed into poverty because they lack the basic education?

Status? In a society like ours that measures status, like everything else, by cash standards, whose status are we talking about — the union plumber or carpenter who earns \$12,000 a year or the multi-degreed librarian who meekly accepts his \$7,000?

Unable to fend for himself? Come off it! The longshoremen tied up the Pacific Coast for three solid months just a while ago. President Nixon has been using his sweetest-talking assistants to keep George Meany and Leonard Woodcock within his Phase I/Phase II economic freeze/thaw apparatus and may yet face a general strike if the going gets rough. When was the last time (or the first time, for that matter) when librarians fended for themselves that well? I seem to recall that Nixon disavowed the findings of his own Commission on Obscenity and Pornography (which included a librarian, *mirabile dictu!*) If Dr. Boaz means by "fending for one-self" the old-fashioned concept that every individual had to go hat in hand to his boss for whatever crumbs he could get, then maybe someone ought to tell her that that notion died about fifty years ago (except maybe among librarians who are so busy conserving the past that they haven't the time to notice the present). Fruit growers don't fend for themselves; they organize into the Associated Farmers. Manufacturers don't fend for themselves; they let the Manufacturers Associations fend for them. Even Spiro Agnew doesn't fend for himself; he lets the Republican Party organize \$500 a plate dinners for him to drop his alliterative pearls of wisdom at. And Dr. Boaz doesn't really expect librarians to fend for themselves. She expects them to work for "collective,

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cooperative joint action" by their professional associations. Which leads us to:

2. Professional associations can work for employee benefits as well as for the advancement of the profession.

Not so you can notice! In its almost hundred years of existence the ALA has not only not managed to work for employee benefits; its governing body has vigorously resisted any meaningful efforts to improve the librarian's condition. C.L.A.'s record is no better. Well, maybe that's the past. Now, in a spirit of renewal, the professional associations will come to the rescue. But how? The only way the professional association can have any impact on the librarian's condition is either to become a labor union or to become more like a labor union. The librarian is an employee of an institution exactly as much as the auto worker is an employee of G.M. or Ford. The librarian needs protection exactly as much as the auto worker does. And there's no way to do it except through a negotiated contract with a collective bargaining agent. The AAUP has tried to do the job for years through sanctions and censure. (The librarians' professional associations, which Dr. Boaz depends on, have never even gotten that far.) The AAUP has found it doesn't work. The only language employers understand and translate into action is a legally binding contract, and all the cooperation in the world by professional associations will not create fair and equitable working conditions for the librarian.

There's another reason why the professional association can't protect the librarian on the job — a built-in, irreversible reason. Professional associations include both the employee and his employer, or the employer's surrogate, in the same membership roster. You and your library director sit in the same conferences, lap it up at the same cocktail parties, vote (usually in full view of each other) on the same issues. The professional association has been assuming that your interests and his are the same, and it's an unwarranted assumption. There are issues in which we're all together, but employee benefits is not one of them. The man (it usually is a man) who hires and can fire you, who defends the library budget to his superiors — and pares it down at their behest — who

arranges for your replacement when you go on a sabbatical (we should live so long), who decides when a new service will be offered without additional staff is not the man who will be fighting to better your employee benefits. His interests in the professional association are not identical with yours, and his role in the association is not to cooperate with you when you demand more and better employee benefits.

3. Librarians are intelligent enough to conduct their own affairs.

Well, I'm not sure we should accept that without documentation. We've managed to snub students in our public libraries without building adequate school libraries for them. We've ignored the library/information needs of practically everyone who isn't white and middle class. We've accepted low wages and unprofessional tasks and standard working conditions without a murmur. We've let women and ethnic minorities (when we hired them at all) stagnate at the lowest level of our staffs. That doesn't sound very intelligent. Yet I don't think we're less intelligent, as a group, than anyone else around. But that's not the point. The point is that intelligence is not what we need to conduct our affairs. At least, not intelligence alone, presuming we can even define that elusive concept. Nobody questions the intelligence of those who have led us into a disastrous war, of those who persist in appalling racist practices, of those who reply to poverty with wage freezes or attacks on welfare recipients, or of those who pollute our planet for profit. It's not intelligence, but humanity we need desperately. Our libraries are institutions, and complex institutions make use of a great deal of intelligence but dehumanize the people they use. The union approach is aimed at hanging on to what little humanity we can retain by creating the procedures through which each person participates in deciding his own fate.

4. Why should librarians submit to union power?

We might counter with a question. Why have we submitted to administrative power? At least, in a union the members exert some sort of control over the power. Even if it's only *pro forma*, all unions elect their officers

SUPPORT THE SALARY ARBITRATION. SIGN A FORM BELOW:

AUTHORIZATION FORM

I hereby authorize the American Federation of Teachers to represent me in discussions with the University of California administration on librarians' salaries for 1972/73.

Signed \_\_\_\_\_ Date \_\_\_\_\_

Campus \_\_\_\_\_ Department \_\_\_\_\_

This authorization will be kept confidential and will not be shown to any UC administrator. If verification is required, only an impartial person, not connected with UC, will inspect the forms.

MEMBERSHIP APPLICATION

I wish to join the American Federation of Teachers, and I agree to pay monthly dues as follows:

Assistant Librarian	\$4.00
Associate Librarian	\$6.00
Librarian	\$9.00
Part time	\$4.00

NOTE: Union dues are tax deductible.

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and I'm not aware of many library staffs with gifts and exchanges. But, more basically, Dr. Boaz is implying that union power is undemocratically assumed by an unrepresentative group to whom the members then "submit". Heaven knows, there are unions like that. There are nations like that, too. But there is nothing inherent in unions that necessarily makes them undemocratic. And if librarians are "intelligent enough to conduct their own affairs", they are intelligent enough to make unions of their choice representative, collective, co-operative and active.

5. Why should librarians pay dues to unions which are usually more than the dues which they pay to their professional associations?

Why we pay for anything is usually proportionate to what we get in return or what we expect to get. Those librarians who pay dues to the professional associations (and that's by no means a majority of librarians) have certain

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expectations, at the very least, the expectation that the association will improve the profession through the force of our joint voice, a power no individual can possess. Expectations from those who pay dues to unions are, at the very least, the force of our joint voice to improve our own conditions. Since the professional associations have for so long neglected the librarian as employee, we may find a growing number who choose to put their money -- and their mouths -- where the action is.

If Dr. Boaz had really weighed the relative merits of unions and professional associations for librarians, she

could have come up with more profound questions about unions. There may be some problem areas of the profession that unions alone will not be able to solve -- although the protection of the librarian's employee rights is not one of them. Apart from salaries and sabbaticals and workloads and promotions, librarians are concerned about the state of our profession. We are worried

about the unserved populations in schools, our colleges and universities and our communities. We are looking for ways in which to involve all groups actively and equally in our struggle. We are trying, almost desperately, to understand, evaluate and control bibliographically the masses of information pouring off the presses. We are in combat against those who want to censor or limit access to materials. We are to unite against the vulgar and the political hacks who slice library budgets. For these problems we need the joint efforts of all librarians, union members or not. Librarians' unions can give effective support to all these campaigns, cannot solve them except in coalition with librarians' associations and with support from an enlightened public.

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